



JOY AT WORK IN DECISION MAKING

“The most important character traits of a leader are humility; the willingness to give up power; courage; integrity; and love and passion for the people, values, and mission of the organization.”

Dennis Bakke

One of the most powerful things human beings do is make decisions. We experience joy when we are able to use our skills and talents to make decisions that positively affect both ourselves and our communities. It is the quality of the decisions we make and of those made for us that determines the success of our endeavors and the nature of life we experience. Imagine’s decision-making approach, central to creating a Joy at Work environment, puts major emphasis on getting advice from colleagues and leaders. Depending on the nature of the decision, Imagine encourages individuals to seek input from those who are most knowledgeable about the area. We also believe it is important

to seek advice from those who have different perspectives and may not agree with the appointed decision maker. This advice process is a way to educate yourself on an issue that affects you and your colleagues. The more broadly you reach out for advice, the better the decision you are likely to make. Given the importance of decisions, and given the numerous complex decisions made in schools each day, the Imagine Framework is designed to structure, simplify, and prioritize decision making so that school leaders, teachers, students, parents, and boards can make the best possible choices to optimize teaching and learning.

CYCLE OF DECISION MAKING FOR EACH STAKEHOLDER

ESTABLISH

Laying the foundation for the goals you want to attain and developing the path to reach those goals.

ENGAGE

Employing your resources and taking the necessary steps to execute your plan.

EQUIP

Obtaining the resources (knowledge, strategies, relationships, capital, technology) you need to accomplish your goals.

EVALUATE

Assessing the outcomes and taking stock of the effectiveness of your plan in accomplishing your goals.

The Imagine Schools Academic Excellence Framework™
Developing Character | Enriching Minds

